

Summary of ExCo 12 Discussion and Recommendations to the CGIAR on Follow-up to Alignment Forum¹

F. Douglas presented the following conclusions from the Alignment Forum held prior to the start of the ExCo meeting:

- Rapid changes in the CGIAR's external environment; need a careful analysis of opportunities and threats.
- Need to drive a change of corporate culture and System governance, especially on building trust.
- Important to harness the energy of the Centers, which is reflected in the paper on looking ahead presented by the Alliance of CGIAR Centers.
- Should continue our focus on efficiency, good governance and increased accountability.

The following next steps were also suggested:

- CGIAR could initiate a facilitated change management process.
- As a first step, set up a small scoping team.
- Possible composition of scoping team:
 - 2 ExCo members, 1 Alliance representative, 1 SC representative, supported by CGIAR Secretariat
- An external facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.
- Possible first meeting: September 2007?

K. Sierra noted that a scoping team would be necessary to help identify the essential issues that need focusing by the facilitator. The suggestion is for the scoping team to submit a proposal to ExCo on next steps on Alignment, drawing on discussion from the Alignment Forum and further input from all components of the System, including partners.

Discussion:

- One member informed ExCo that it has set up a task force that is currently in the process of defining its position concerning increased alignment towards a more unified and effective system.
- Members expressed support with moving forward with the proposed next steps.
- The scoping team should also include a partner representative.
- Terms of reference for the scoping team should include input from the Alliance paper on looking ahead. TOR should be reviewed by ExCo and include possible membership.
- Timing for a high-level meeting should be explored.

Conclusion and ExCo Recommendations to the CGIAR:

- *ExCo agreed in principle to the following next steps:*

¹ Excerpt from Twelfth Meeting of the CGIAR Executive Council (May 16-17, 2007) Summary Record of Proceedings, June 5, 2007.

- *CGIAR would initiate a facilitated change management process.*
- *As a first step, set up a small scoping team.*
- *Composition of scoping team:*
 - *2 ExCo members, 1 Alliance representative, 1 SC representative, 1 partner representative; supported by CGIAR Secretariat*
- *An external professional facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.*
- *Possible first meeting of the scoping team: September 2007*
- *The scoping team would submit a proposal to ExCo for discussion on next steps in the Alignment process, drawing on input from the Alignment Forum and other components of the System.*
- *The decision on the need for a high level meeting could be taken subsequently.*
- *The CGIAR Secretariat was requested to develop terms of reference for the scoping team and submit to ExCo for approval. ExCo members were requested to send their suggestions if any, regarding composition of the scoping team to the CGIAR Secretariat, for which special emphasis would be placed on maintaining balance.*